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ABSTRACT

The St. Louis (Missouri) Regional Child Care Partnership was created in 1990 to improve child care in the St. Louis and Metro East areas, where the quality, availability, and affordability of child care are community-wide problems. The partnership was formed by the Child Day Care Association of St. Louis and the St. Louis branches of the Junior League, National Black Child Development Institute, and National Council of Jewish Women. The partnership is governed by a coordinating council comprised of early childhood professionals, child care providers, and representatives of a wide range of government and community groups, employers, child health experts, media, and parents. The council serves as the board of directors and convenes task forces to study particular issues. The first task forces will focus on developing an adequate supply of well-trained caregivers; fostering public policy that is supportive of high quality, affordable, and accessible child care services and family-friendly employment policies; and promoting employer commitment to child care services and policies. This compilation, which is designed to serve as a guide for those contemplating a collaborative approach to child care needs, includes: (1) information on the role, membership, structure, and responsibilities of the coordinating council; (2) an overview of the structure and administration of the task forces, including the charges of the first convened task forces; (3) results of research on funding and other partnership models; (4) an eight-item annotated bibliography; and (5) an article on employer-provided child care. (AC)

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ST. LOUIS REGIONAL CHILD CARE PARTNERSHIP, INC.

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"CHILD CARE COLLABORATION"
MAKING A DIFFERENCE

The Junior League of St. Louis + National Black Child Development Institute, St. Louis Affiliate

+ +

National Council of Jewish Women St. Louis Section + Child Day Care Association of St. Louis

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Community involvement and volunteer service for the four (4) founding organizations is nothing new. The four (4) groups have built outstanding reputations individually for being available and willing to serve, lead and sponsor programs and positive activities. Child care, an issue that touches all of us became the uniting theme for the Groups. Forming the Partnership around the issue of quality Child Care was an exercise in team building. Developing a philosophy, plan, process and goal setting required hours of discussion, many drafts and final copies. Willingness to cooperate and bring the talents of the Partnership together for our common goal of quality, affordable and accessible child care for families in the metropolitan area equals collaboration.

We hope the following pages will serve as useful information and a guide for those contemplating collaboration.

Wendell Campbell
St. Louis Child Care Partnership

INTRODUCTION TO THE ST. LOUIS REGIONAL CHILD CARE PARTNERSHIP, INC.

What is the St. Louis Regional Child Care Partnership?

- The mission of this not-for-profit organization is to provide a collaborative, public-private forum to address child care issues in the St. Louis and Metro East areas.

- The organization's goal is to improve the quality, affordability, and accessibility of child care for families in the metropolitan area.

- The Partnership will function as a vehicle for the study and analysis of issues related to child care, the dissemination of information regarding child care, and the development of cooperative ventures to improve the quality, affordability, and accessibility of child care.

Why should you be concerned about the status of child care in our community?

- Child care is needed by so many children and their families - in Missouri, 56% of mothers with children under age 6 and 73% of mothers with children 6-17 years of age work outside the home.

- Child care services are of particular importance to single-parent and low-income families. Fifty-eight percent of all working women are either single, divorced, separated or widowed or have husbands who make less than $15,000 a year. Thirty-five percent more families would be below the poverty line if both parents did not work.

- The quality of child care services plays a crucial role in the development of young children. When we accept poor quality care, we run the risk of failing to provide the sound basis for a child's self esteem and later learning. In our region, quality of child care is compromised by several important factors, including lack of sufficient caregiver training, large group sizes in many child care situations and high caregiver turnover.

- Good child care is not affordable for most families, with care for one child costing $3,400 per year on average, representing 10% of the yearly income of the average working family and 25% of the income of low-income families.

- The accessibility of child care services in our area remains far from the goal of having enough child care spaces available in the geographical areas where families need them. Certain types of child care are particularly hard to find, such as infant care, sick child care and care for special needs children.

Why is a partnership approach appropriate?

- The gaps in our existing child care services are simply too numerous for any one group to address. By working together to combine a variety of resources, a collaborative effort can tackle the needs more effectively.

- The current child care crisis affects our entire community. When families are unable to secure high quality, affordable child care for their children, the effects extend beyond the family to the parents' employers, children's schools, and other public and private services utilized by those families.

How did the St. Louis Regional Child Care Partnership, Inc. begin?

- The concept for this partnership effort was conceived by four founding organizations in the summer of 1990 - the Child Day Care Association of St. Louis, the Junior League of St. Louis, the National Black Child Development Institute-St. Louis affiliate, and the National Council of Jewish Women, St. Louis Section. These four organizations were drawn together by their common concern for the current status of child care in our region. Attachment A provides more background information about these founding groups.

How will the Partnership accomplish its goals?

- The Partnership will be governed by a Coordinating Council comprised of representatives from the following sectors of the community: early childhood professionals, child care providers, government, employers, religious organizations, civic organizations, public schools, child health experts, media and parents.

- The Council will convene task forces of experts and concerned citizens to study child care issues, develop action plans to address them, and facilitate implementation of those action plans in the community.

- The first three task forces will focus on the following objectives: 1) stimulating the development of an adequate supply of well trained child caregivers; 2) stimulating development of public policy that is supportive of high quality, affordable and accessible child care services and "family-friendly" work place policies; and 3) stimulating employers' commitment to high quality, affordable, accessible child care services and "family-friendly" work place policies for employees.

What will be the role of Council members?

- The Council will serve as the board of directors of the organization, controlling and managing its affairs, setting policies and procedures, employing staff as necessary.

- The Council will establish and oversee the work of the task forces, including selecting child care issues to be studied, electing task force chairs, approving work plans and final reports.

- Council members will be expected to attend monthly Council meetings and to serve on task forces or Council committees.

What is the current status of the Partnership?

- Grants have been awarded by the Junior League and the National Council of Jewish Women to fund a half-time staff person to support the work of the Council and task forces. Candidates are currently being interviewed with the expectation of having the staff person in place by September 1991. Office space has been donated by the Child Day Care Association at their headquarters, 2031 Olive.

- Articles of incorporation have been prepared and are being filed with the Missouri Secretary of State. Bylaws have been adopted and an application is being made to the IRS for 501(c)(3) tax exempt status.

- The first executive committee of the Council has been established, with representation from each of the four founding organizations.

- The full Council is currently being recruited. The first full Council meeting will take place in late September 1991.

- Plans are underway for a kick-off meeting to establish the task forces in January 1992.

- Ongoing announcements of Council and task force activities will be sent to the media.

11/21/90

St. Louis Regional Child Care Partnership

Purpose of coordinating council:

1) Oversee the work of the task forces

- select task force members
- establish task force goals
- supervise task force process
- receive task force recommendations
- help facilitate implementation of recommendations

2) Oversee the staff

- determine job description
- determine hiring policy
- hire/review staff
- supervise staff work
- handle payroll

3) Oversee the Partnership as an organization

- determine structure of council
- establish bylaws
- determine need/apply for 501(c)(3)
- manage finances of organization - budget and fundraising
- supervise publicity for organization

Therefore, who should sit on coordinating council?:

- representatives from at least the six sectors already identified
  - early childhood, providers, employers, government, civic orgs., religious community

- combination of movers and shakers (particularly helpful with task #1) and worker bees (more helpful with tasks 2 & 3)

Also, at what point in our process does council need to be formed?:

1) existing steering committee can/should handle the following tasks before setting up council:

a) staff

- determine job description
- determine hiring policy
- begin hiring process if time permits

b) Partnership organization

- determine structure of council
- draft bylaws to be approved by full council
- determine need/begin application for 501(c)(3)
- begin fundraising explorations
- conduct initial publicity
- invite others to form coordinating council

2) full council can/should do the following tasks:

a) oversee task forces

- select members
- establish goals
- supervise process
- receive recommendations
- facilitate implementation

b) staff

- complete hiring if necessary
- supervise
- handle payroll

c) oversee Partnership as an organization

- finalize bylaws
- complete process of applying for 501(c)(3)
- manage finances - budget and fundraising
- supervise publicity

RATIONALE FOR THIS SPLIT IN TASKS:

- allows input from larger coordinating council into relevant decisions

- doesn't bog down larger council with early technical work they don't need to be involved in

- an efficient approach

- tasks for original steering committee are reasonable to expect our small group to be able to accomplish, particularly with help from the Junior League volunteers

- by the time we invite others to join the council, we'll be organized enough for them to have confidence that we can actually make this happen but not so far down the road that they would feel like they didn't get to have input into the process

- avoids the potential problem of inviting people to join us in working hard on a planning committee (as we discussed at our last meeting) and potentially disappointing them if they are not appropriate players to include in the coordinating council

12/3/90

St. Louis Regional Child Care Partnership
Tasks of steering committee vs. full coordinating council

1) existing steering committee should handle the following tasks before setting up council:

a) task forces
- finalize initial issues to be approved by full council
- propose approach for determining task force membership/ leadership to be approved by full council
- develop basic task force process to be approved by full council

b) staff
- determine job description
- interview candidates
- hire initial staff

c) Partnership organization
- determine structure of council
  - size, sectors to be represented, terms
  - committee structure, leadership, nominating process
  - issue selection process
  - frequency of meetings
- form full coordinating council
  - decide who to invite and how to invite them
  - extend invitations
  - plan first meeting of full council
  - conduct first meeting of full council
- draft bylaws to be approved by full council
- begin application for 501(c)(3)
- begin fundraising explorations
- conduct initial publicity

2) full council should do the following tasks:

a) task forces
- approve initial issues
- determine membership/leadership
  - approve approach and actually set up
- approve basic task force process
- supervise task force process
- receive task force recommendations
- help facilitate implementation of recommendations
- initiate new task forces for new issues as appropriate

b) staff
- supervise staff work
- conduct any future hiring as appropriate

c) Partnership organization
- finalize bylaws
- complete process of applying for 501(c)(3)
- manage finances - budget and fundraising
- supervise publicity of organization

DATE: JANUARY 23, 1991

RE: STRUCTURE OF THE COORDINATING COUNCIL

BOARD OF DIRECTORS

1. General: The business and affairs shall be managed by a Board of Directors consisting of a maximum of 30 members and minimum of 20 members. The Board shall meet on a monthly basis or 12 times a year. (on the second Wednesday of the month at selected meeting place.)

Membership on the Board shall consist of:

-Representatives from the 4 founding organizations (Junior League, NCJW, CDCA and NBCDI)

-Representatives from each of these community groups - early childhood, government, employers, religious, civic, child care providers, schools, media, doctors (pediatricians, psychologists) schools and parents.

-Chairperson of each Task Force (who shall report to the Vice-President about Task Force activities)

"Honorary Directors" shall be appointed to serve in an advisory capacity but they will be in addition to the Board and shall not have a vote in Board matters.

2.Term: The term of each of the Directors shall be two years unless removed by a vote of more than 50% of the Directors or unless a Director resigns. Initially, half of the Directors will serve for 3 years to allow for staggered terms.

3. Committees: As this is a working Board, each Director shall serve on a committee or a Task Force. Standing Committees shall be:

-Executive Committee
-Finance - to handle daily financial activities
-Nominating
-Funding - to develop future sources of funding
-Recruitment - to seek volunteers and Task Force members.

Other committees, to be functional as needed, include Public Relations and Personnel. Such Committees shall be designated by the Board.

The Executive Committee shall consist of the President, Vice-President, Secretary and Treasurer. (The hired Administrator may be considered an ex-officio member of all committees). This committee shall carry out duties as described by the Bylaws.

The Nominating Committee shall nominate officers for the Executive Committee and shall initially consist of representatives from the four founding organizations.

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COUNCIL RESPONSIBILITIES

Administrative

- Approval of annual budget
- Oversee funds incoming and outgoing
- Employment of coordinator (hiring, superivision and evaluation)
- Nominate Council members
- Election of officers

Policy

- Final selection of child care issues to be studied
- Decide policy matters:
  -- Process to be used by Partnership
  -- Task Force process
- Approval of task force recommendations
- Approval of action plans to implement task force recommendations
- Fundraising
- Publicity
- Development of liaisons with other regional groups, policymakers, media, etc.
- Review and approval of any printed materials/insure ownership of materials

Task Force Structure and Administration

The chairperson of each Task Force shall be a member of the Coordinating Council appointed by the council to serve as chairperson for a specific period of time or until a specific Task Force assignment or objective has been completed. It is advisable to have the By-Laws describe and require this relationship.

The Coordinating Council shall hold the Task Force chairperson responsible for the direct management of all of the job tasks related to achieving assigned objectives. This would, at a minimum involve; calling task force meetings, outlining task force goals and objectives, identifying contacts to be made, data to be collected and specific tasks to be performed; with the help of the paid staff member, assuring that mailings are gotten out on time, accurate minutes are maintained and progress reports are made to the Coordinating Council in a timely fashion.

By-Laws or written Council policies shall require that all data, reports and materials created or developed by members of the Coordinating Council and Task Force members be considered the property of the St. Louis Regional Child Care Partnership Group and may not be released, shared or duplicated without the express permission of the Partnership's Coordinating Council.

Getting Started

1. Come to agreement regarding the number and purpose of the Task Forces to be formed. Some possibilities are:

   * Recruitment, training and retention of caregivers.

     - Inventory resources for staff development
     - Training information network for existing and potential caregivers.
     - Career development ladder for caregivers.

   * Child Care Data Base

     - Develop child care resource and referral services to identify existing child care resources and pin point areas of high need, etc.

   * Public Awareness

     - Improve parental understanding of cost/quality
     - Breakfast or luncheon series - quarterly meetings for business, government and civic leaders regarding child care issues and options.
     - Use of Radio/TV spot focusing on child development, quality child care, pre-school education, etc.

   * Advocacy

- Face to face meetings with Governor, County Supervisor, City Mayor and heads of county municipalities regarding child care issues such as:
  - Zoning
  - Licensing
  - Exemptions
  - Funding

* Resource Development

- Work with Small Business Administration, community colleges and others to identify resources available to schools, churches, non-profit groups and private entrepreneurs seeking to create or expand child care resources.

- Develop innovative programs involving business, government, day care centers and family day care providers, civic groups and others.

2. Public Meeting

Invite potential Task Force participants to a public meeting. Describe the work of the Partnership group to date, detail the group's intended purpose, describe the processes to be used. Invite the media or consider a news release and/or news conference a week prior to the meeting - it might stimulate interest and participation.

Publish an announcement of the meeting or do a mailing to licensed and unlicensed center and home care providers, Head Start staff, nursery schools, public education offices, etc. (where do we stop?). Make direct telephone invitations to parents, government officials, business, religious organizations, etc., to try to assure the involvement of persons from those specific areas.

At the meeting, describe what has happened, describe the structure of the Partnership, potential for funding, announce the formation of the various Task Force groups and the intent to employ a paid staff person, announce the chairperson of each Task Force, invite persons to sign up for a Task Force that interests them (should we limit the size of a Task Force to 25 persons? 50? 100?).

Describe intended outcomes of the Task Forces and the target dates for the achievement of objectives.

Allow plenty of time for questions and answers. Accept suggestions for modifications in procedures and objectives but not for changes in structure or administration.

For Lula Stallings, Chairperson of Caregiver Training Task Force

August 28, 1991

ST. LOUIS REGIONAL CHILD CARE PARTNERSHIP, INC.
INFORMATION FOR TASK FORCE CHAIRPERSONS

Task Force objective: to stimulate development of an adequate supply of well trained child caregivers.

Task Force process:

1. conduct broad study of current status of topic - share findings with Coordinating Council

2. if necessary, prioritize the needs - recommend to Council for approval

3. develop recommended action plan for addressing needs - present to Council for approval

4. work with Council to facilitate implementation of action plan in community

Recruitment of Task Force members:

- want broad participation by experts and concerned citizens

- no size limit, as long as a workable group

- recruitment to be accomplished through multiple approaches:
  - chair may personally recruit any individuals they would like
  - public kick-off meeting being planned for late January 1992 to initiate the task forces - we'll be conducting broad PR to invite interested members of the public and will also send specific invitations to any individuals we know we'd like to involve in the task forces - we'll be asking you and other Council members for suggested names for the invitation list later this fall

Task Force Structure:

- Partnership bylaws allow for a vice-chair of each task force, to be approved by the Council on the recommendation of the task force chair in consultation with the President

- Bylaws also allow for a volunteer administrative assistant for each task force to be selected by the task force chair

Timing:

- We'll spend this fall organizing for the January kick-off meeting and educating the Coordinating Council about the task force topics and process.

- Task forces will actually begin their work right after the January kick-off meeting. We anticipate that task forces will probably want to meet monthly, but that is up to each task force chair.

- Partnership still needs to better define a timetable for task force work (e.g., how much time to allow for each step of task force process).

Coordinating Council role relative to task forces:

- Council members will be encouraged to serve on task forces.

- Council as a whole will be asked during the fall to give input to task force chairs about the following: resource materials relevant to task force work, potential questions for task forces to consider, individuals in the community who would be appropriate to involve as task force members.

- Once task forces begin their work, task forces will share their findings and recommendations with the Council for review and approval.

- Council will probably become actively involved with task forces in helping to facilitate implementation in the community of task force recommendations.

Steps for Task Force chairs to take at this time:

1. Begin thinking about who you would like to ask to be your vice chair and administrative assistant. Let Macon Finley know who'd you like as a vice chair and then we'll propose to the full Council for OK.

2. Begin thinking about who you would like to have sit on your task force. Feel free to personally recruit folks. In addition, Sue Ghidina (the Partnership Director) will be soliciting names from you later this fall to put on our invitation list for the January kick-off meeting.

3. Begin thinking about your portion of one of the fall Council meetings at which you will have a chance to do the following:

- provide some training for Council members about your topic (e.g., give brief overview of current status of topic and how you plan to approach your task force work) - feel free to invite an outside speaker

- receive input from Council concerning any questions/ideas they have for task force, suggested resource materials, suggested task force members

Tentatively plan on having about 45 minutes of agenda time, using the following schedule:

- October Council meeting - public policy task force
- November Council meeting - caregiver training task force
- December Council meeting - employer involvement task force

Macon Finley will follow-up with you in the next few weeks as the specific agendas for these meetings become clearer.

4. Begin thinking about your preferences for a meeting schedule for your task force. If you'd like to conduct your meetings at the Junior League, let Macon know.

TASK FORCE SCENARIO November 1990

ST. LOUIS REGIONAL CHILD CARE PARTNERSHIP
SCENARIO FOR TASK FORCE ADDRESSING
RECRUITMENT, RETENTION AND TRAINING OF CAREGIVERS

Spring 1991

The Coordinating Council of the St. Louis Regional Child Care Partnership establishes its Caregiver Recruitment and Training Task Force. The Task Force is comprised of 25 representatives from the following organizations:

- child care providers (including centers, family day care providers, and the Child Day Care Association)
- early childhood experts (including the St. Louis Association for the Education of Young Children, the Community Colleges, and the National Black Child Development Institute)
- regulatory bodies (including the Division of Family Services)
- parents
- government (including the Mayor's and County Executive's offices and the State Legislature)
- civic organizations (including the National Council of Jewish Women, the Junior League, and the United Way)
- child advocates (including Citizens for Missouri's Children)

The mission of the Task Force is to enhance the recruitment, retention, and training of caregivers. The Task Force begins its work by reaching consensus on their goals regarding recruitment, retention, and training (e.g., How many caregivers are needed in the community? What constitutes adequate training?).

Summer 1991

In the next phase of its efforts, the Task Force studies the current situation in the community to find out the current status of recruitment, retention, and training. For example:

- Are there enough caregivers given the number of children needing care? If not, why not?
- What is the turnover rate for caregivers? If it is high, why?
- What kind of training is available? Is it sufficient and adequate? Is it being utilized? If not, why not?

This research is done by surveying and interviewing caregivers, training institutions, and parents. The Task Force learns that there is a tremendous unmet need for family day care providers and that most existing family day care providers are poorly trained.

Fall 1991

The Task Force begins the fall by exploring alternative approaches for increasing the number of family day care providers and improving their level of training. This exploration results in the Task Force recommending to the Coordinating Council that the Partnership take the following actions:

- establish a fund to be used to finance start-up and training costs for new family day care providers

- distribute a "how to" manual to new providers to help them get started

- publish a resource booklet describing what training is available and how to access it

- work to expand the existing Parents As Teachers program, now in existence in all public schools in Missouri, to involve a component for family day care providers

The Coordinating Council approves the recommendations.

Winter/Spring 1991-92

The Task Force spends the winter and spring implementing their recommendations. Each activity is accomplished through collaborative efforts involving multiple players in the community:

- fund for start-up and training costs - administered by the Child Day Care Association, funds obtained through the Corporate Champions Project conducted in conjunction with the Partnership's Community Awareness Task Force.

- "how to" manual - manual has already been produced through the joint efforts of the County and the National Council of Jewish Women. Additional distribution to be handled by NCJW.

- training resource booklet - produced by the National Black Child Development Institute, funded by major corporation.

- expansion of Parents As Teachers - administered and funded by the public schools.

November 1990

ST. LOUIS REGIONAL CHILD CARE PARTNERSHIP
SCENARIO FOR COMMUNITY AWARENESS EFFORT

Spring 1991

The Coordinating Council of the St. Louis Regional Child Care Partnership establishes its Community Awareness Task Force. The Task Force is comprised of 25 representatives from the following organizations:

- local corporations (including Civic Progress members, medium-sized companies, and small businesses)
- local media (including the St. Louis Post-Dispatch, KMOX-Radio, Channel 4 TV)
- civic organizations (including United Way, Urban League, Junior League, National Council of Jewish Women)
- government (including the Mayor's and County Executive's offices and state legislators)
- child care providers (including centers, family day care providers, and the Child Day Care Association)
- early childhood experts (including the St. Louis Association for the Education of Young Children, the Community Colleges, and the National Black Child Development Institute)

The mission of the Task Force is to increase community awareness of, and commitment to, child care issues, particularly among employers. The Task Force begins its work by reaching consensus about the current status of community awareness of child care needs - they agree that highest priority ought to be given to encouraging more employers to become more involved in child care issues.

Summer 1991

In the next phase of its efforts, the Task Force works to understand what is keeping local employers from becoming more involved in assisting their employees with their child care needs. This research is done by conducting focus groups with leading business executives and surveying a broad range of local companies. The Task Force learns that many employers are interested in providing some sort of child care assistance for their employees, but that they are unsure of the most cost-effective way to do so. In addition, employers state that they do not want to be put in the position of trying to solve their employees' child care problems alone.

Fall 1991

The Task Force begins the fall by exploring alternative approaches for providing employers with more information about cost-effective options for addressing their employees' child care needs. In addition, they consider ways to encourage corporations to work together on child care problems. These explorations result in the Task Force recommending to the Coordinating Council that the Partnership take the following actions:

- develop a set of resource materials for employers, describing ways they can make their companies more supportive of working parents

- offer a series of workshops for human resource managers, focusing on how they might go about implementing specific child care support programs in their companies

- initiate a Corporate Champions Project, through which a large number of corporations (e.g., 20) would each commit to providing significant funds (e.g., a total of $100,000 per year for 3 years) to be used as start-up and training funds for new child care providers

The Coordinating Council approves the recommendations.

Winter/Spring 1991-92

The Task Force spends the winter and spring implementing their recommendations. Each activity is accomplished through collaborative efforts involving multiple players in the community:

- resource materials - produced by the Task Force, underwritten by a major corporation

- workshops - produced by the Task Force, conducted by volunteers from the Junior League and the National Council of Jewish Women, funded by a major corporation

- Corporate Champions Project - administered by the Child Day Care Association, funding drive conducted by the Task Force but spearheaded by a prominent corporate leader

RESEARCH ON FUNDING AND OTHER PARTNERSHIP MODELS

Date: December 10, 1990

To: St. Louis Regional Child Care Partnership

From: Funding Subcommittee

Subject: **FEASIBILITY STUDY PROPOSAL**

OBJECTIVE:

Identify corporations and foundations who are interested in providing funding to the St. Louis Regional Child Care Partnership by conducting a Feasibility Study.

APPROACH:

We propose a two-part Feasibility Study. Part one is a broad based research effort to determine both community awareness, needs and interests and organization needs and interests. Part two is a focused research effort to identify strong potential donors and to probe the interest level of prospective donors.

Part One - Process

Preparation

- Compile list of companies in St. Louis who have an on-site day care center or who offer day care support/options
- Identify corporations/foundations in St. Louis who have contributed to child care issues
- Identify current corporate/foundation contributors to CDCA/NBCDI/NCJW and JLSL

Conduct Basic Research

- Meet with Director of MAP and other community group directors (ie. Al Kerth, Fleishmann Hillard) to identify community needs and trends and level of interest in child care by foundations/ corporations
- Summarize funding data of collaborate efforts from other cities
- Invite funding "expert" (ie. Pat Rich, Arts and Education Council) to meet with Partnership to discuss research, funding options and sources.

- Have you received proposals in the past on child care issues?
    - o Were the proposals funded? Why/Why not?
    - o May we contact those organizations to find out more about their proposals?
- What other corporations/foundations do you suggest we approach?
    - o May we use your name when we contact them?

- If funds are needed for specific uses (ie. Executive Director), develop questions to assess level of interest in that area

Conduct Study

- Develop forms/outlines for collecting/compiling data
- Contact targeted corporations/foundations
- Compile results and write summary report for the Partnership

Follow-up

- Based upon results, begin completing applications for funding
- Conduct training on grant writing

RECOMMENDATION

The Funding Subcommittee recommends that the Partnership proceed with part one of the Feasibility Study. We are prepared to begin the process in January 1991.

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INTRODUCTION

A critical component for the St. Louis Regional Child Care Partnership to consider is future funding. Funding will be needed to maintain the staff and process of the Partnership and to fund programs that the Partnership assists in creating in the community. The Funding Subcommittee of the Junior League Child Care Priority Group was asked by the Partnership to begin a two-part Feasibility Study to identify future funding sources. Part one of the study was a broad based research effort to determine both community awareness, needs and interests and organization needs and interests. This report reviews our research process and findings as well as our recommendations.

RESEARCH PROCESS

Primary Research

- Meet with Director of MAP and other community group directors to identify community needs and trends and level of interest in child care by foundations/corporations

Secondary Research

- Summarize funding data of collaborative efforts from other cities
- Compile list of companies in St. Louis who have an on-site day care center or who offer day care support/options
- Identify corporations/foundations in St. Louis who have contributed to child care issues

RESEARCH FINDINGS

Primary Research

Subcommittee members met with Claudia Daugherty, President, Metropolitan Association for Philanthropy, Inc. to assess the interest of St. Louis corporations and foundations in child care. The following is a summary of their findings.

- A 3 to 5 year funding plan is critical. A 10 year forecast is ideal.
- The Partnership may wish to consider links with Parents as Teachers, Headstart and Florissant programs.
- Highlight the relationship between quality child care and early childhood education when presenting to public and private funders.
- A long term strategy must be developed for corporate or foundation support to insure that money will build not sustain.
- Funders of early childhood development include: Danforth Foundation, Laclede Gas, Maritz, May Department Stores, Monsanto, Southwestern Bell, McDonnell-Douglas, Pet, Community Foundation, Union Electric, Webb Foundation, MCI, Stupp Foundation, Pittman Fund, Pott Foundation Enterprise, Emerson and CPI.

- The Danforth Foundation, Monsanto and Southwestern Bell are considered leaders in early childhood development. Support from one or all would bring great credibility to the Partnership.

A subcommittee member also met with Jane Paine, Consultant, Danforth Foundation, to discuss funding strategies for the Partnership. The following is a summary of her findings:

- The Partnership needs a clear definition of long and short term goals before approaching prospective funders.
- The Partnership must identify specific and measurable goals and objectives as well as the specific process for each year.
- The Partnership must be clear about their role so that its not competing with CDCA and others.
- How will funding work? For example - Will the Partnership provide funding to child care organizations or others?
- How will funding become institutionalized so funding isn't an issue from year to year?
- Are the member organizations going to carry some of the responsibilities which would reduce the need for intensive staffing and funding?
- What can the Partnership accomplish without funding?
- How much money is needed - long term and short term?
- How is the St. Louis region defined? Will funding contacts be regional?
- The Partnership may wish to wait to further define the mission and develop the strategic plan until the full council is in place so that diverse representation and perspective are included.

Macon Finley 11/21/90

RESULTS OF RESEARCH ABOUT OTHER PARTNERSHIP MODELS

1. Baltimore Junior League

- initiated and now running program called "Side by Side"
- started by spending a year working/planning with other groups to determine needs/gaps - determined biggest gaps were in care for infants and state sponsored children - thought family day care best response - focused on program to increase number of family day care providers
- program has two main parts:
    1) mentors - volunteers serve as mentors to help new providers get started. Potential providers refered by licensing specialist. Mentor helps them get license.
    2) grants - programs allows providers to receive up to $500 worth of equipment (which has been acquired by program as donations from community) or reimbursement for costs of medical exams and fingerprinting required by licensing
- funding comes from United Way, JL, NCJW - JL is biggest donor
- no staff
- partners supporting program are same ones that worked together to create it:
    - JL, NCJW, University Women, sorority, League of Women Voters all provide volunteers
    - Office of Licensing, Maryland Committee for Women, county and city government all serve in advisory capacity
    - steering committee has one representative/organization - meets monthly
- program does not have a 501(c)(3)
- contact - Anne Eichenberg of Baltimore JL (301) 893-4765 - she chairs the program - JL office phone is (301) 467-0260

2. Maryland Employers Advisory Council on Child Care

- this is a council of employer reps. who have worked together with each other, a non-profit child care umbrella agency, and the state government to create a system of community-based child care resource centers. The centers provide resource and referral, caregiver training, technical assistance to new providers, consulting to employers on work/family programs, parenting training, statistical info for planning purposes.
- contact: Marsha Sprinkle with Maryland Committee for Children at (301) 752-7588 - I mostly spoke with her about the process they used.
- history - Maryland Committee for Children (MCC) is a nonprofit focusing on resource and referral, training, advocacy, needs assessment in child care. For long time, they wanted employers involvement in area-wide child care needs. Got grant to work on it - went to talk to lots of corporate folks about how to do. Consensus grew that needed to involve movers and shakers - had identified Sandy Weil as senior corporate person to spearhead - he's CEO of co. called Primerica. Decided to form council of high level people from businesses who would be willing to commit resources and senior staff to work on this. Governor endorsed council. MCC served as staff to council and was also very proactive in facilitating process. Lots of educating and talking to people. Council composed of top level

CEO's. Each appointed a senior VP to work on subcommittees. Council wrote proposal for system of resource centers, presented to Governor and negotiated with state for funding. Now in demonstration phase with three local centers in place and MCC serving as lead agency statewide.
- my summary - keys to success were involvement of top CEO's as well as senior work bees, support and commitment of MCC, buy in and support of Governor, combination of private and state funding.

3. Corporate Champions Initiative - North Carolina

- contact - Marjorie Warlick at Child Care Resources Inc. (CCRI), a resource and referral agency in Charlotte, phone (704) 376-6697
- this project provides technical assistance and financial incentives to child care providers and is working with local governments to restructure zoning loaws to foster expansion of child care.
- history - CCRI in existence for 5 years before project started - had tried with no luck to get businesses involved in child care issues. Had done needs assessment for Duke Power Co. - that co. had shown some interest in taking leadership role in community around child care issues. CCRI director and board president went to see Duke Power's CEO, Bill Lee. Asked him to convene CEO task force - he said no, that CEOs wouldn't have time, but he would be willing to ask them to one time meeting and ask them to commit funds and staff to work on task force. Convened CEO's, with prominent local speaker (invitations went out under Lee's signature). Lee asked for financial commitments on the spot and got them - total of $100,000/year for each of three years! Task force was given a mission determined by CCRI - to improve quality and supply of child care. Task force consists of reps. of 19 companies - high level folks. Did indepth education up front, reported back to CEO's about proposal for what to do with funds - took 6 months. CEO's met again to hear and vote on plan.

- my summary of keys to success - identified leading CEO who was supportive - got his advice about how to approach local business community, asked him to be a champion - good if he is supportive of your cause to begin with and represents a "neutral" company that won't be seen as threatening to other. Helped that Lee and CCRI did a lot of preselling to companies before convening first meeting. Seems to me it made it easier to have CCRI determine focus of task force so it had a clear mission from start.

Junior League of Jacksonville (904) 387-9927

The Junior League of Jacksonville has a project called the Child Care Connection. Within that project are several sub-groups, including the Corporate Committee. The Task Force on Corporate Child Care is a community partnership with League representation.

Debbie Graham [(904) 384-5984] gave me some information on the Corporate Committee. The Committee presented a panel of local business people whose companies had already set up some kind of child care for employees; these ranged from referrals through subsidized care and on-site centers. It was felt that the panel, although not well-attended, provided a forum for networking among Jacksonville employers interested in child care. The Committee also put together a Child Care Directory of licensed care givers, organized by zip code, and arranged "lunch and learn" seminars, where League members discussed what to look for in child care with interested employees.

Contacts for the Task Force are Carolyn Pait (904) 388-5629 (h), (904) 632-6255 (w) (a past chairman, involved with setting up the project); and Lenora Gregory (904) 262-6148 (h), (904)391-1285 (w) (a League member currently on the Board of Family Care Connections, Inc., which the Task Force evolved into); and Jean Ward (904) 396-2502 (h), the executive in charge of Family Care Connections, Inc. (I have spoken with Carolyn Pait and Lenora Gregory; the latter is much more knowledgeable about current operations of the project.)

The Task Force was started by Jean Ward, who had worked in the Mayor's office and started this independent group when the city administration changed. Citizens, the NCJW and the Jacksonville Junior League banded together to form a committee coordinating child care in Central Florida, providing training, a toy library, resource and referral. The women in Jacksonville that I spoke with all emphasized the importance of avoiding duplication of effort by a partnership organization and local government.

The Task Force incorporated recently and became Family Care Connections, Inc. They have just passed By-laws, and Lenora Gregory agreed to send us a copy. Their officers include Jean Ward, the founder, as president, an advertising executive as president-elect, a League member as secretary, a developer as treasurer; Board members include representatives from the child care field, boys and girls clubs, insurance companies and interested citizens. They will be primarily an advocacy group, focussing on corporate issues, low income needs, and

professionalism and training, particularly for child care directors. The Board is currently working on funding and on narrowing its focus to two or three issues. Lenora Gregory told me that there was to be a referendum on November's ballot which they hoped might provide seed money for the organization.

Macon

Child Care Connection

Making it Happen for Child Care in Jacksonville

by Monika Dutton

The Junior League of Jacksonville has had a long history of making things happen in Jacksonville and one of our current projects has the potential to impact businesses, day care, parents and the children of our city. This project is the Child Care Connection.

Affordable and acceptable day care impacts on so many facets of the community that it is no small project and it requires many different skills and groups to coordinate its various aspects. The Child Care Connection project looks at all of these aspects and pools various resources to provide guidance and help to make a positive impact on day care in Jacksonville.

One of the first projects of the Information Teams, co-chaired by ***Barbara Boone*** and ***Winfield Duss***, and the Publication Staff, co-chaired by ***Olivia Bush***, was to assemble the Child Care Directory for parents and corporations. The directory contains photographs, facts, and guidelines that can be used when selecting day care. This was a first step to provide the city with a resource book for child care. Each section of town is represented and all centers that responded are included.

Plans to expand the information for updates of the directory are already underway. Many centers which did not respond initially have expressed an interest in being included in future editions.

Another area being studied by the Corporate Committee of the Child Care Connection is corporate interest in child care. This project encompasses many areas, from on-site day care to lunch-and-learn programs for employees. The Corporate Committee is co-chaired by ***Debbie Graham*** and ***Carolyn Pait***. Carolyn also serves with Child Care Connection chairman ***Susan Main*** on the Task Force on Corporate Child Care. This task force is made up of respresentatives from the community who are interested in child care and its impact on Jacksonville.

The Corporate Committee has been involved in several special events to educate corporations and employees on child care. One of these projects was the "Week of the Working Parent" presented January 23-27. During this week there were seminars on child care and a luncheon that honored businesses and an individual for their contributions in the field of child care. Jeanne Ward was awarded for her contributions on the Task Force on Corporate Child Care. Many businesses, such as Southland Corporation, St. Vincent's Medical Center, Memorial Medical Center and Vistakon, were also applauded for their contributions to child care in their companies.

Another project of this committee is putting together programs for companies, such as lunch-and-learn programs on how to select quality day care, that can be presented to employees. These programs utilize a video tape prepared by ***Robbie Gordon*** and copies of the Child Care Directory are distributed. Corporations that are interested in providing day care assistance to employees can utilize another video prepared by Robbie on corporate child care.

Future plans include the establishment of a speaker's bureau, a toy library, and other means to involve corporations in their employees' search for quality child care.

The potential of this project is significant due to the number of people in Jacksonville it has the potential to influence. The Junior League of Jacksonville has made many valuable contacts and contributions to this project and should continue to make things happen in the field of child care.

(6/11-12/15)

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633 3926 632-6255

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Connecticut Consortium for Child Care (CC4CC)

Contacts: Susan Norris, Director of Child Care Services, United Way of Connecticut (203) 249-6850; Pam Kennedy, Capitol Region Education Council (203) 249-6850

CC4CC is a corporate resource and referral organization which is staffed and administered by two agencies, United Way of Connecticut and the Capitol Region Education Council. It is a vehicle through which member corporations can purchase enhanced R&R. Parents employed by member corporations can call in and get information on licensed child care providers; staffers will do searches of available spots, send confirmation, provide a handbook and do follow-up services for families as well. Companies with more than 2000 employees can purchase the Infoline data base and provide the enhanced services through their own Human Resources departments. Infoline is also available to the public as a community service; it has six regional offices and a database of 5000 providers. The Consortium also works on recruitment and training.

The Consortium's Board consists of representatives of member companies and is primarily advisory in nature, in order for the companies to have some input into what the Consortium's service should entail. For example, the employers are now focussing on sick child care.

Junior League of Hartford involvement came early on in the development of this program. The Junior League did a needs assessment of downtown employers and found that most employees did not want on-site day care. The Consortium was originally funded by four corporations with on-site care centers.

CONNECTICUT
Connecticut Consortium for Child Care (CC4CC)

"Public-private partnerships are essential in the 1990's to solving the child care dilemma. It can't just be government or business. It has to be everybody, because they're everybody's children."

Susan Norris
Director of Child Care
Services
United Way of Connecticut
Connecticut

Program:
Connecticut Consortium for Child Care (CC4CC)

Location:
Connecticut

Lead Sponsors:
United Way of Connecticut, Capitol Region Education Council

Type of Service:
Resource and Referral

Background:
In 1980, representatives from prominent corporations in the Hartford area, together with the Director of Connecticut's Department of Human Resources, held a series of meetings to discuss the child care needs of corporate employees. Consequently, an employee survey of seven downtown Hartford corporations was completed and revealed employee dissatisfaction with their current child care arrangements. Shortly after, in 1982, a core group of Hartford vendors -- Connecticut Bank & Trust Co., Connecticut National Bank, Hartford Steamboiler, and the Travelers Corporation -- worked with the Capitol Region Education Council (CREC), The United Way of Connecticut, and the Junior League of Hartford to expand an existing resource and referral (R & R) service called the United Way Infoline. The regional child care consortium, aided by state funds, has evolved into CC4CC serving the entire state.

Design:
The goal of the Consortium is "to increase the availability of accessible, high quality child care for all Connecticut families." To this end, the Consortium provides a spectrum of services to its members, including R & R services, parenting seminars and resource development.

Consortium members represent various sectors. State agencies include the: Connecticut Department of Human Resources; Capital Region Education Council; Connecticut Department of Health; and Connecticut Department of Education.

Corporate partners include: Aetna Life & Casualty; American Cyanamid Company; Blue Cross/Blue Shield of Connecticut; CIGNA; CM Alliance; Combustion Engineering; Connecticut Bank & Trust Company; Connecticut Business and Industry Association; Connecticut National Bank; Day, Berry, and Howard; Hartford Courant; Hartford Insurance Group; Heublein; IMO-Delaval; Mechanics & Farmers Savings Bank; Northeast Utilities; Otis Elevator; Pratt & Whitney Group; Richardson-Vicks, USA; The Travelers Insurance Co.; Union Trust; United Technologies Corporation; Waldenbooks; and Westport Bank and Trust.

Status:
Ms. Claudia Shuster of Capitol Region Education Council noted the different aspects of the provider project emphasized by the various members of CC4CC: The State has committed funds for quality training programs, while corporations, like Aetna Life & Casualty, are primarily interested in funding the recruitment process.

Funding:
Operation of the United Way Infoline was funded by the State prior to the establishment of the Consortium. In 1982, contracts for services, worth approximately $35,000, from the four original corporate members allowed the Consortium to channel child care information from the Infoline directly to employees of the participating Hartford companies. The program was able to expand into a statewide agency through funding from the Connecticut Department of Human Resources. Private corporations also purchase services of the Consortium.

Local Contacts:
Pamela Kennedy, Early Childhood Consultation/CC4CC
Capitol Region Education Council
1 Barnard Lane
Bloomfield, Connecticut 06002
(203) 242-8883

Susan Norris, Director of Child Care Services
United Way of Connecticut
900 Asylum Avenue
Hartford, Connecticut 06105
(203) 249-6850

Current as of 1/90

SUMMARY OF ARTICLES PERTAINING TO CHILD CARE

OCTOBER 10, 1990

"Why is America Failing its Children?" New York Times. September 9, 1990.

This article, written by Dr. T. Berry Brazelton of the Harvard Medical School, explores the growing neglect and poverty of children, and notes that there seems to be little commitment at the national level to family issues. The author indicates that it is possible to recognize a baby's expectation of failure at the age of nine months. The challenge, he says, is to develop programs to help children succeed and to enhance parents' desires to nurture their children. Two such programs currently exist in Tacoma, Washington and New Haven, Connecticut. Successful programs have four things in common: help must be available at all times and in many different ways; there must be provision for meeting individual needs; the staff must be trained and build trust among people; and the program must be accepted in the community.

"Need for Child Care Options Growing," Citizen Journal, September 19, 1990.

The article indicates that with the exodus of mothers into the workforce, schools and businesses are beginning to offer day care and early childhood programs. The motivation for businesses to offer such programs is not humanitarian, but to be able to recruit qualified women employees.

"Companies Finding Need for Day-Care," Citizen Journal, September 19, 1990.

The article describes employer day care facilities offered by the Bethesda-Dilworth Home and St. Johns Mercy Medical Center. Both employers indicated that the reason for the facilities is to recruit and keep good staff.

"Survey: Child Care Still Not Part of Many Companies," Citizen Journal, September 19, 1990.

A survey conducted in April 1990 by AAIM Management Association of 170 St. Louis companies indicates that most companies are in the talking stage rather than the doing stage in terms of helping employees with child care

responsibilities. About 70% of the companies said they are not involved in child care at all, 12% are providing child care support services, 12% are in the preliminary stage; 6% are researching needs, and 3% are looking for a specific service. Eighty percent said the company would be more involved in child care in the 1990s than it currently is. The factors cited to motivate the companies to become involved in child care were less absenteeism, more women in the work force, improved employee morale, better recruitment and lower turnover.

"Disaster in Making: Crack Babies Grow Up," St. Louis Post-Dispatch, September 18, 1990.

The article states that the problems of crack babies are moving out of the area's neonatal intensive care units and into private households, foster homes, day-care centers and residential care centers. It is estimated that approximately 8,300 babies are born in Missouri each year who have been exposed to drugs before they were born. The educational programs that appear to work best for these children involve one-on-one instruction in highly structured classrooms. Such programs are very expensive. Furthermore, there is no organized approach to making services available to these children and, indeed, there is considerable debate as to whether drug-affected children should be singled out for help.

"Licensing Foe Makes About-Face," St. Louis Post-Dispatch, October 3, 1990.

A Missouri House interim committee studying health and safety issues relating to child care has been holding hearings. The one witness scheduled to testify against licensing church-run day care centers, the Rev. Donald Perschall, announced that he had changed his views on licensing and that his center, the Church of the Ascension Center in Webster Groves, would seek a license. He said he had been assured by the legislators that there would be no interference with the hiring, programs or philosophy of the center as a result of the licensing.

"In Missouri, Schools Open Their Doors to Day Care," New York Times, October 4, 1990.

The article describes a program in Independence, Missouri, where elementary schools have opened their doors to their neighborhoods as child care centers. The program is part of an experiment to redefine the public school by broadening its role

to include child care and other services for families. The schools are open year-round on weekdays from 6 a.m. to 6 p.m. The program is the creation of Dr. Edward Zigler, a Yale child psychologist. Similar programs are operated in Tulsa; Connecticut; Leadville, Colorado; and Laramie County, Wyoming. The programs are supervised by a child development specialist assisted by teaching assistants. There is a adult-child ratio of 1:10. Critics of the concept believe that schools are barely able to perform their primary task of education without taking on an additional role. Others are concerned that such programs could drive other programs out of business, thereby decreasing the options available to parents. There are also concerns that the programs may be overly academic, that they are expensive and there may not be enough physical space in the schools.

"Safety: Day-Care Advocates Seek Standards," St. Louis Post-Dispatch, October 7, 1990.

Children's advocates have tried for 17 years to persuade the legislature in Missouri to require church-run day care centers to meet the same standards as other day care centers. Missouri is one of only three states that exempts church-run centers from licensing requirements, and it is the only state that does not require them to meet fire safety and health standards. A plan is emerging now that would continue to exempt church-run centers from state licensing and staff training requirements, but would require them to meet basic health and safety standards, including maintenance of a staff to child ratio that would permit easy evacuation in an emergency. This plan appears to have the backing of various church groups within the state. Approximately 72,000 children, at least half of the total in day care in Missouri, are in church-run centers.

BENEFITS FOR FEMALE EMPLOYEES

St. Louis companies are taking steps to meet the needs of a growing female workforce.

By the year 2000, less than a decade from now, 61% of all women of working age will have jobs. Nearly half of the working population will be female. But many companies operate under policies established when men were the breadwinners and women served as homemakers.

In an era when women are participating more fully in the economy, business is working to allow a greater balance between work and family to accommodate the needs of working mothers and dual income families. Flexible hours, on-site day care, maternity and paternity leave, the use of sick days to care for sick children and other benefits are being investigated by companies seeking to retain trained and skilled female employees who need flexibility in their jobs.

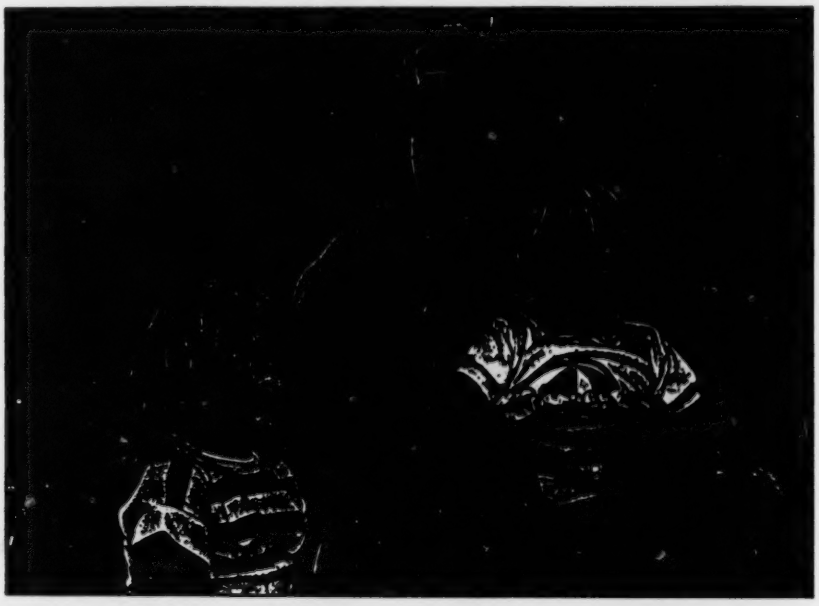
Workforce 2000, a recent study by The Hudson Institute, a policy research organization, and Towers Perrin, a management consulting firm, found that U.S. corporations are beginning to take action addressing the needs of female employees. Sixty-eight percent of 645 senior human resources executives surveyed said they are concerned about the growing number of women in the work force. Forty percent are translating that concern into changes in management decision-making and strategic policies.

Karen Sizemore, a principal with TPF&C, a Towers Perrin company in St. Louis, says that many companies are concerned by the increasing numbers of women in the work place as outlined in studies like Workforce 2000, but are not receiving pressure from employees to set up new programs like flex time and day care assistance.

"I really think it is going to take women making demands (to encourage companies to make policy changes)," says Sizemore. "I wonder sometimes if women aren't afraid to step forward and say what they need."

Sizemore adds that many working women still believe in the superwoman concept that says a woman should be able to have it all: a successful career, a happy family and time for herself. Such thinking, she says, holds women back from making demands of the work place.

"America is waking up to the fact that most of the benefits packages were designed for what used to be a typical employee, and at that time it was a working male with 2.2 kids and a non-working spouse," explains Sizemore. "So while not everyone is running to flex time, they are thinking about the fact that they have two workers in a family."



Stephen R. Dixon

On-site daycare is one alternative that companies are offering working parents.

Sizemore adds that most companies are not yet willing to spend more dollars to add benefits. Instead, they are adopting options like dependent care spending accounts and sick days for sick children as part of a cafeteria benefits package, where the employee selects a benefits package to meet his or her needs.

The cost of benefits to corporations has increased about 20% per year, a cost companies are passing along to the employees, says Sizemore. As most companies are allotting 5% pay increases, employees are actually receiving a compensation decrease because of business' inability or unwillingness to pay for the increased cost of benefits. This trend is affecting benefits for all employees, but some companies are still managing to add benefits for working women.

Industries that are seeing updated benefits packages to aid female employees are healthcare and banking, predominantly female occupations.

"Nurses have always said, 'You need us, here's what we need,'" comments Sizemore.

Education and service industries such as insurance will be making changes in benefits for their predominantly female employees, Sizemore predicts.

Although the Midwest is traditionally slow in adopting change, Sizemore says that several St. Louis corporations have initiated innovative benefits packages and

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others are trying new things. The critical missing ingredient in many cases is employee support.

"It's going to take the groundswell of employees saying, 'I want this. I need this. I've got to have it.' Many employers say, 'You know, we asked our employees if they thought they needed that' or 'We put in a dependent care spending account and only 3% of our people participated.'"

Day care

On-site day care is one option that companies are investigating. Five years ago, McDonnell Douglas set up McCare, an on-site day care center for children of McDonnell Douglas employees. Steve Zwolak, director of McCare says that it was established as a service in response to studies that said quality day care is a pressing issue for employees of large corporations. At the time, McCare had few role models, but an end goal of quality care.

"We see ourselves as a service to McDonnell Douglas, but our focus is kids," says Zwolak.

McCare currently has 183 children enrolled, although it accommodated over 200 prior to recent layoffs at the defense contractor company. It is open to children six weeks to kindergarten age, with a summer camp that accepts children in grades K-6 for three-week intervals. McCare is open Monday through Friday, from 6:15 a.m. to 6:15 p.m.

The cost per child at McCare is $130 per week for infants, $110 per week for toddlers and $95 per week for pre-school children. Zwolak says that this compares favorably with other quality day care centers in the area that offer low student/teacher ratios, trained staff and individualized attention for the kids. Some parents, he admits, claim the center is too expensive, but Zwolak says they are often comparing McCare with franchise day care centers that may not offer the quality of McCare or other centers. Such comparisons, he says, are apples versus oranges.

While Zwolak says that McCare is affordable compared with similar day care options, he adds that it is still not in the price range of a single parent. This will change with the addition of a scholarship program, planned to start in September.

Sizemore says that other companies have looked into day care centers on-site but have not had a strong interest in the idea from employees. Part of the reason is that employees prefer to have day care close to home, making it accessible for both parents. Additionally, employees often feel that day care is an emotional and personal decision, something they want to select on their own, outside of the office.

Flex time

In lieu of standard benefits packages designed for female employees, St. Louis companies are working with employees to find mutually beneficial solutions to dilemmas between work and family life.

Donna Urb, a public relations/marketing executive with Nooney Company, spends three days per week in the office and two days at home. "I approached Greg Nooney with the idea three and one-half years ago when my daughter was born. We gave it a trial run for one month and I've been doing it ever since," Urb explains.

Stephen R. Dolan

McCare provides 12-hour daycare for children of McDonnell Douglas employees.

"I had worked for Nooney for five years before changing my schedule," says Urb. "I knew a lot about my job, but now I work smarter. I can't put anything off. I got real organized."

As an independent contractor for Nooney, Urb is paid for the hours she works with no additional benefits. Urb and her two children, participate in the medical insurance program of her husband's employer.

"I got out of school in the superwoman era," explains Urb. "I thought it was expected of me, but I knew it wasn't for me. My time with my children is so precious." Now, Urb enrolls her pre-school daughter in Clayton Child Center and leaves her infant son with relatives while she is at work. Urb plans special activities for the days she has with her children.

"I have the best of both worlds," Urb adds. "I have my cake and eat it too."

Beth Wade, a marketing coordinator with McBride & Sons, works in the office on Tuesday and out of her home the rest of the week, enabling her to spend time with her two children.

Wade approached McBride about working from home part-time after the birth of her second child. "I was real career-oriented before. I felt my son (Wade's first child) had competent day care and I liked working. But I didn't feel comfortable leaving my baby daughter." Over a 90-day maternity leave, Wade says her choice became more clear cut and she decided to approach Rick Sullivan, President of McBride, about the idea of flex time.

"McBride is so traditional, I fully expected him to say no," recalls Wade. Instead, Sullivan said he was glad she pursued the idea.

"We've tried to experiment, to touch the edges of working with flex plans," says Sullivan. "We've broadened our employee compensation to work as well as we can with the people at McBride and Son and still get our work done. In Beth's case, her work duties allowed us to broaden as we did. She had unique job duties. She didn't need to stay in the office.

"Our overall philosophy is they've got to be comfortable and satisfied with the home situation in order to be comfortable and satisfied with work," Sullivan adds.

"It's a struggle," Wade admits. "It's harder to get work done, but it's worth it."

Julie Rhodes and Teresa Kondracki have an unusual work arrangement. They share the same job. As accountants at Mallinckrodt, Inc., Rhodes works two days a week and Kondracki works three days per week.

The concept for the shared position was actually proposed about a year ago by Rhodes' supervisor, Jim Moore. Rhodes was already working on a part-time basis and Kondracki, who had just had her first child, was looking to work just three-days per week. When a position opened up for which both women were qualified, Moore suggested they share the job.

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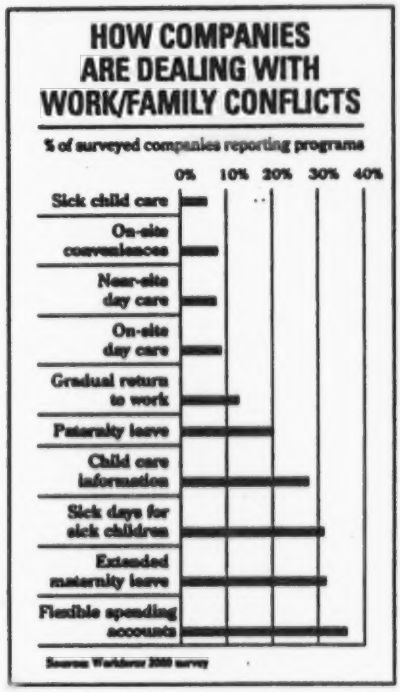
"They each got their wish," says Moore. "They are talented and they work well together to get the job accomplished." Moore adds that job sharing — although not a standard operating procedure at Mallinckrodt — has worked for Rhodes and Kondracki because they are both independent and have similar work styles.

Rhodes and Kondracki say the situation is ideal. "Initially we worked on our own special projects," says Rhodes. "Now there is more overlap. It takes lots of coordinating."



Kondracki agrees. "We communicate over the phone and via notes we leave for one another, but it has worked out fine."

"I think we both felt we wanted to spend more time with our children," explains Rhodes. "Businesses are realizing that they are losing out on trained people (by not offering flexible programs)."

While job sharing and flex time are not for everyone, they do provide alternative work situations to working women in positions that do not require them to be in the office at all times. And they require motivated individuals willing and able to make their time more efficient.

Says Nooney's Urb, "I think you're going to see more of what I'm doing. Women are having children later, when they have an established career. People are saying we should put a higher priority on our children. Business has to try to be more accommodating." ■

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